



CITYWEST HOMES

Policy & Scrutiny Task Group:

CityWest Homes

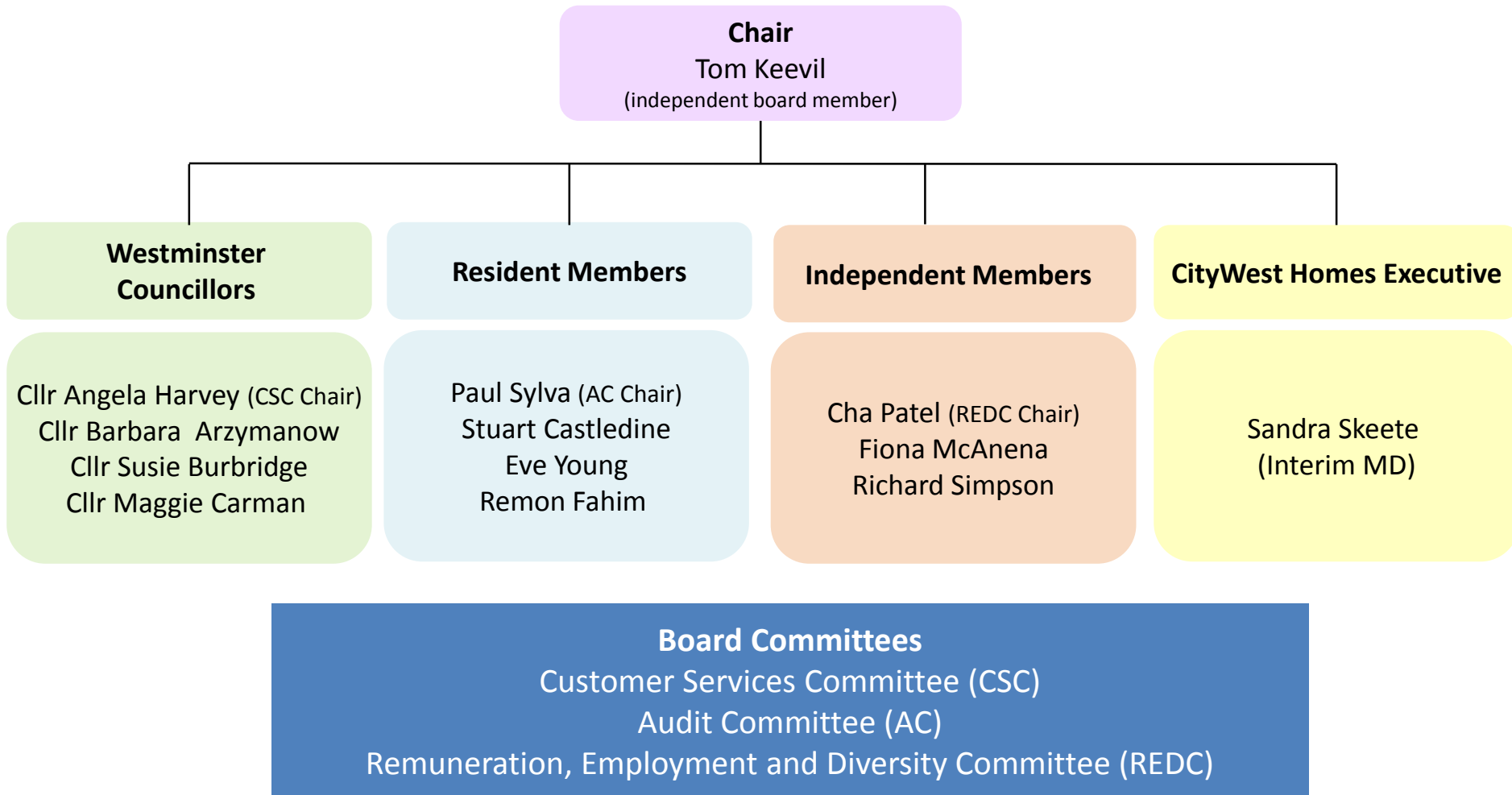
Session 1

16 August 2018

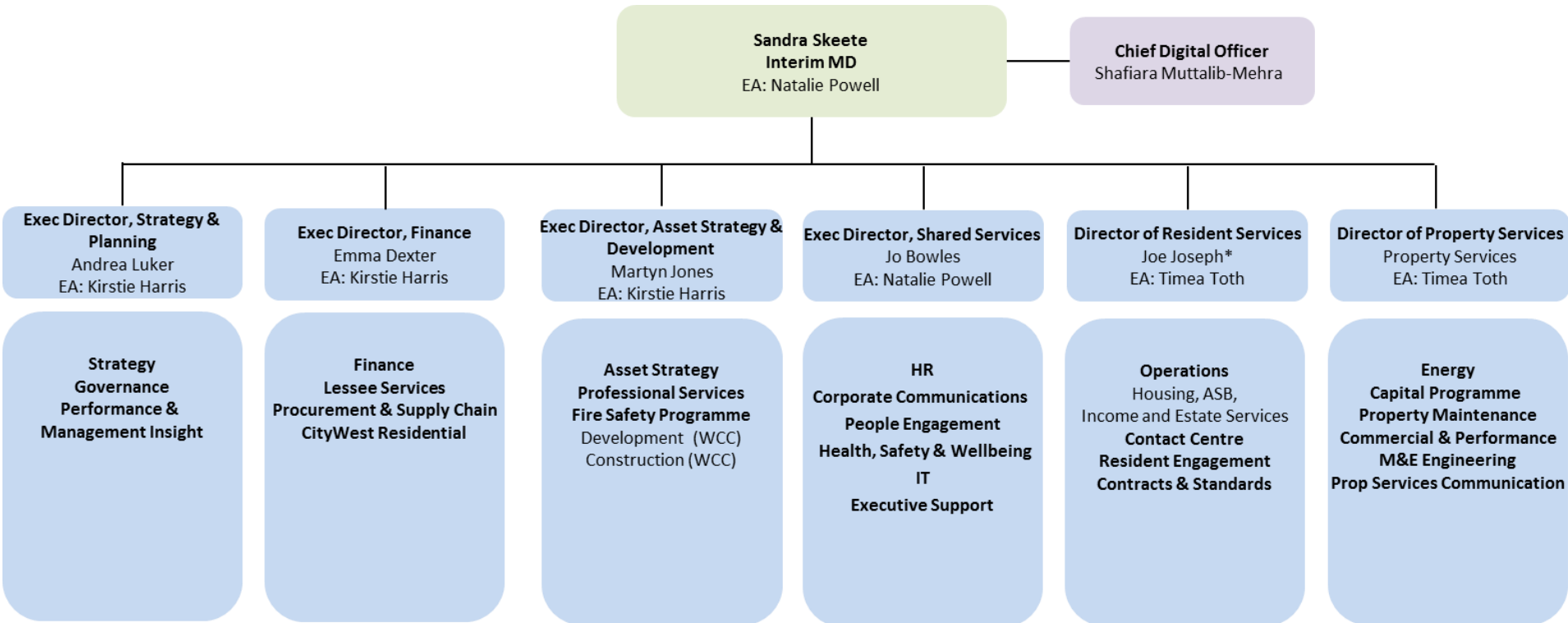
About CityWest Homes

- An arms length management organisation (ALMO)
- A non-profit making company wholly owned by Westminster City Council
- Created in 2002 to manage and improve the Council's housing stock (21,000 homes)
 - 12,000 are let on social housing tenancies
 - 9,000 sold on long leases to leaseholders
- Current management agreement runs from 2012-2022
- Governed by a board comprising 4 residents, 4 Westminster Councillors, 4 independent members and the Interim MD
- WCC retain stock ownership and strategic oversight
- CWH is responsible for management and maintenance of the stock

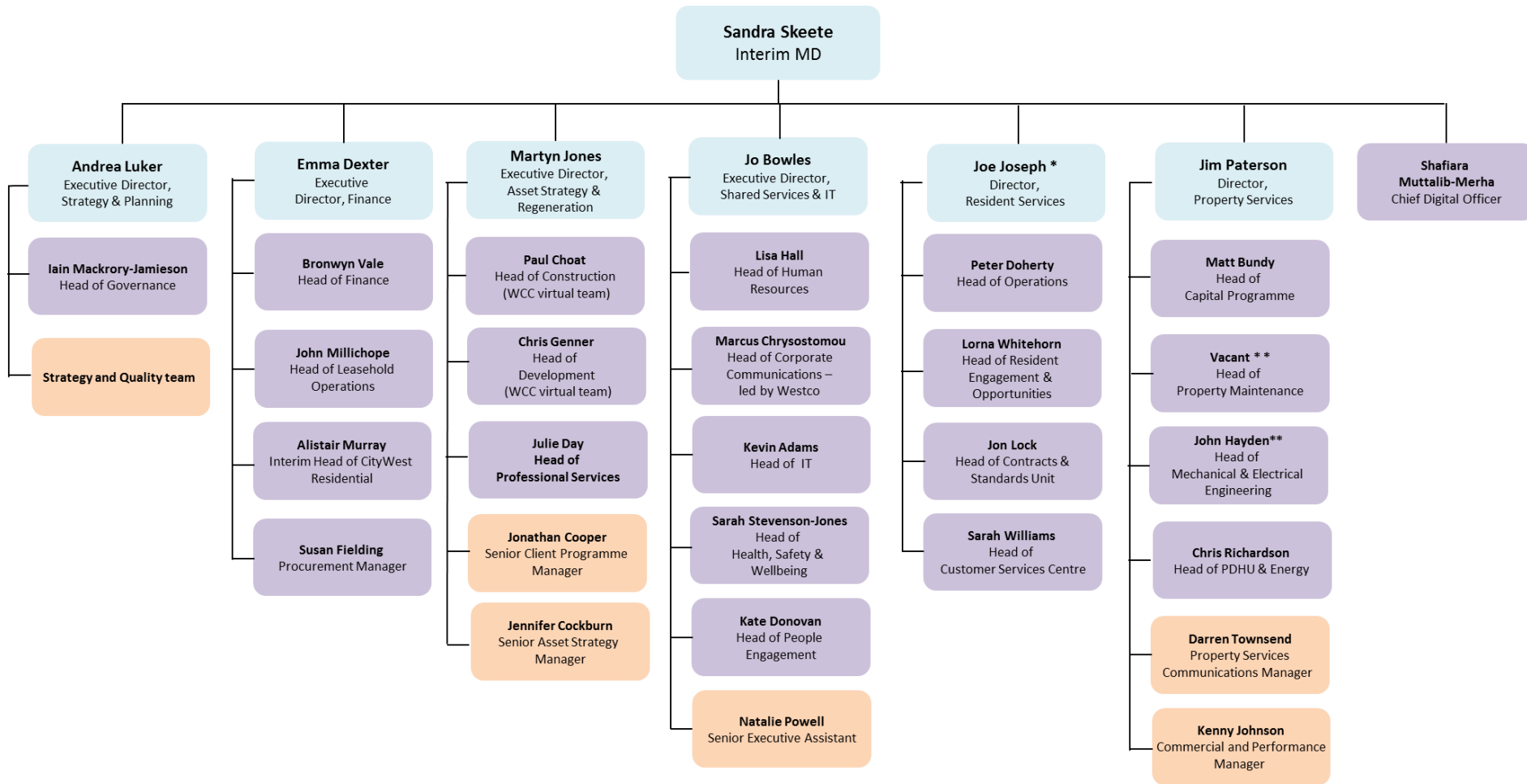
Board membership



Operational structure



*starts 11 September 2018



Key

Blue = 1st tier management

Purple = 2nd tier management posts

Orange = 3rd tier management posts

*starts 11 September 2018

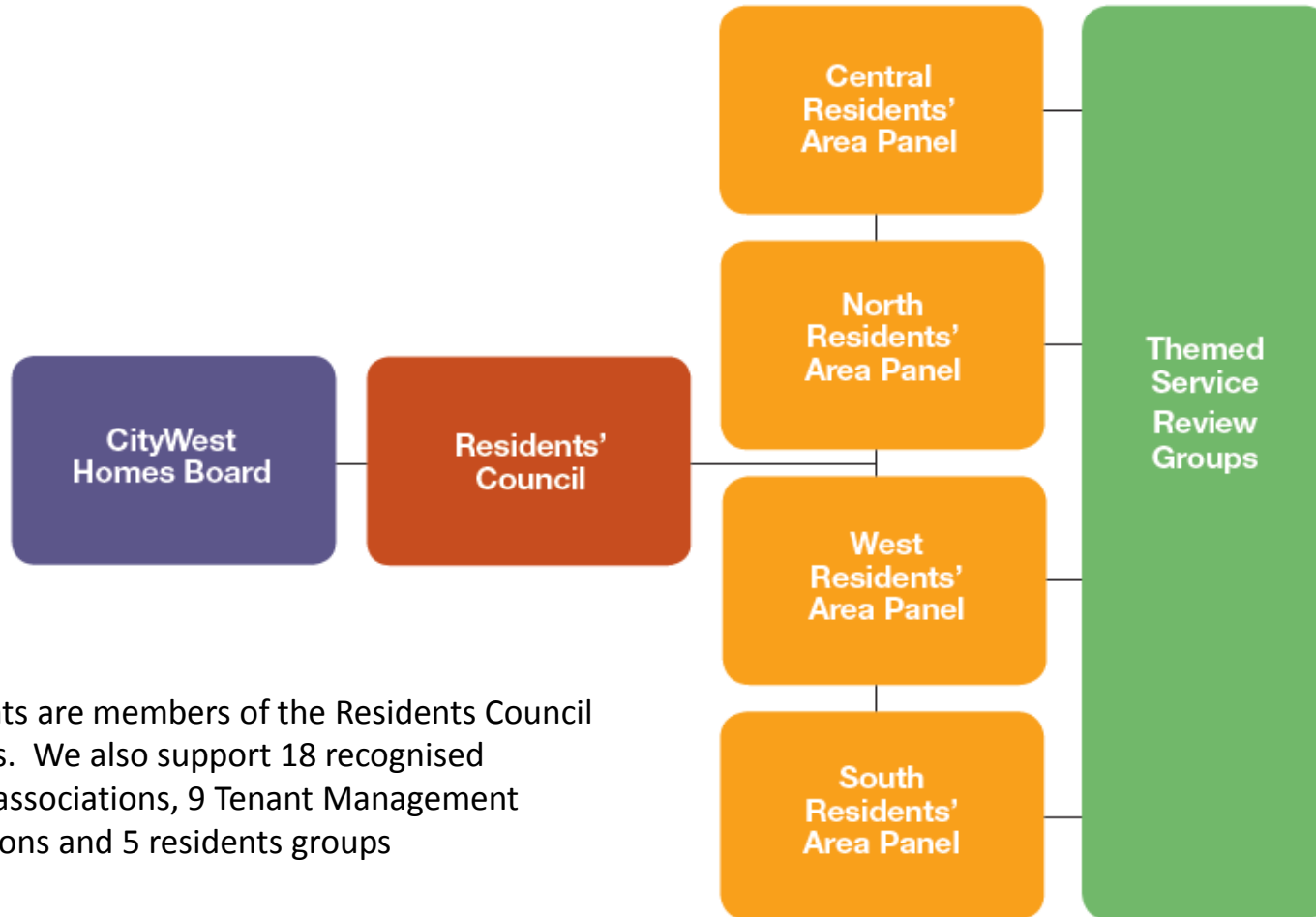
**John Hayden, acting head of repairs and M&E

Creating places where people are proud to live



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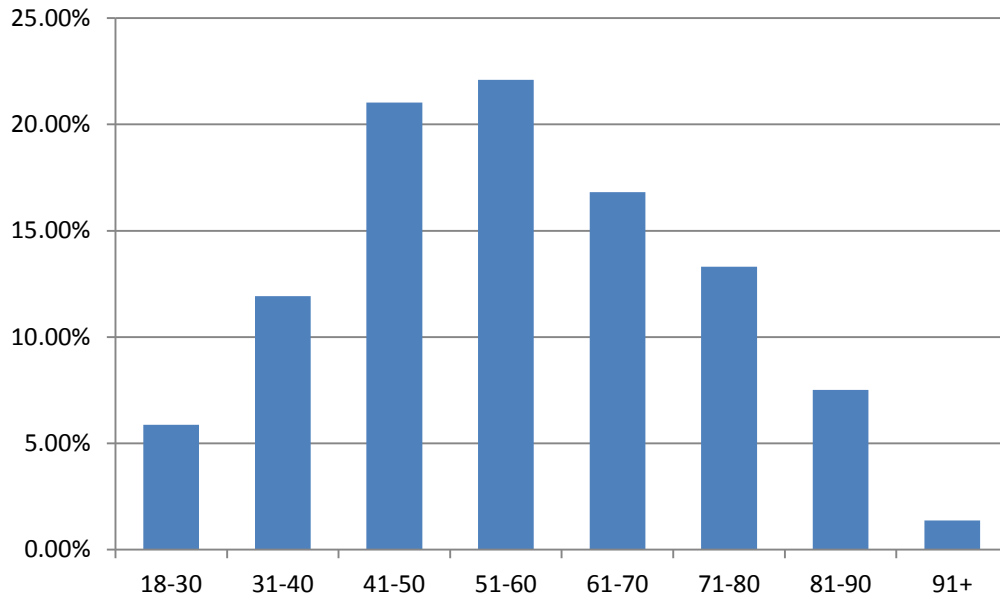
Resident engagement structure



56 residents are members of the Residents Council and Panels. We also support 18 recognised residents associations, 9 Tenant Management Organisations and 5 residents groups

Tenants

Age

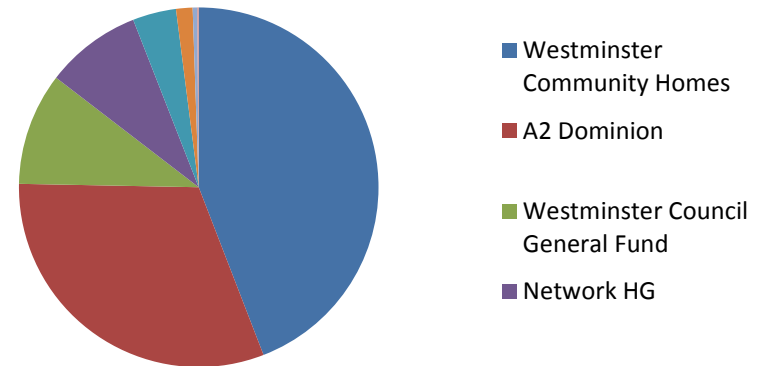


- 10% of tenants have flexible tenancies
- 90% have secure tenancies
- 61% of our tenants are aged over 50 and 39% over 60

Leaseholders

| | WCC leases held by owner type |
|--|-------------------------------|
| Owner occupiers | 4080 |
| Owners with an alternative mailing address | 1591 |
| Landlords with 1 WCC lease | 1715 |
| Landlords with 2-5 WCC leases | 724 |
| Landlords with 6-50 WCC leases | 194 |
| Landlords with 50+ WCC leases | 697 |
| Total leaseholders | 9001 |

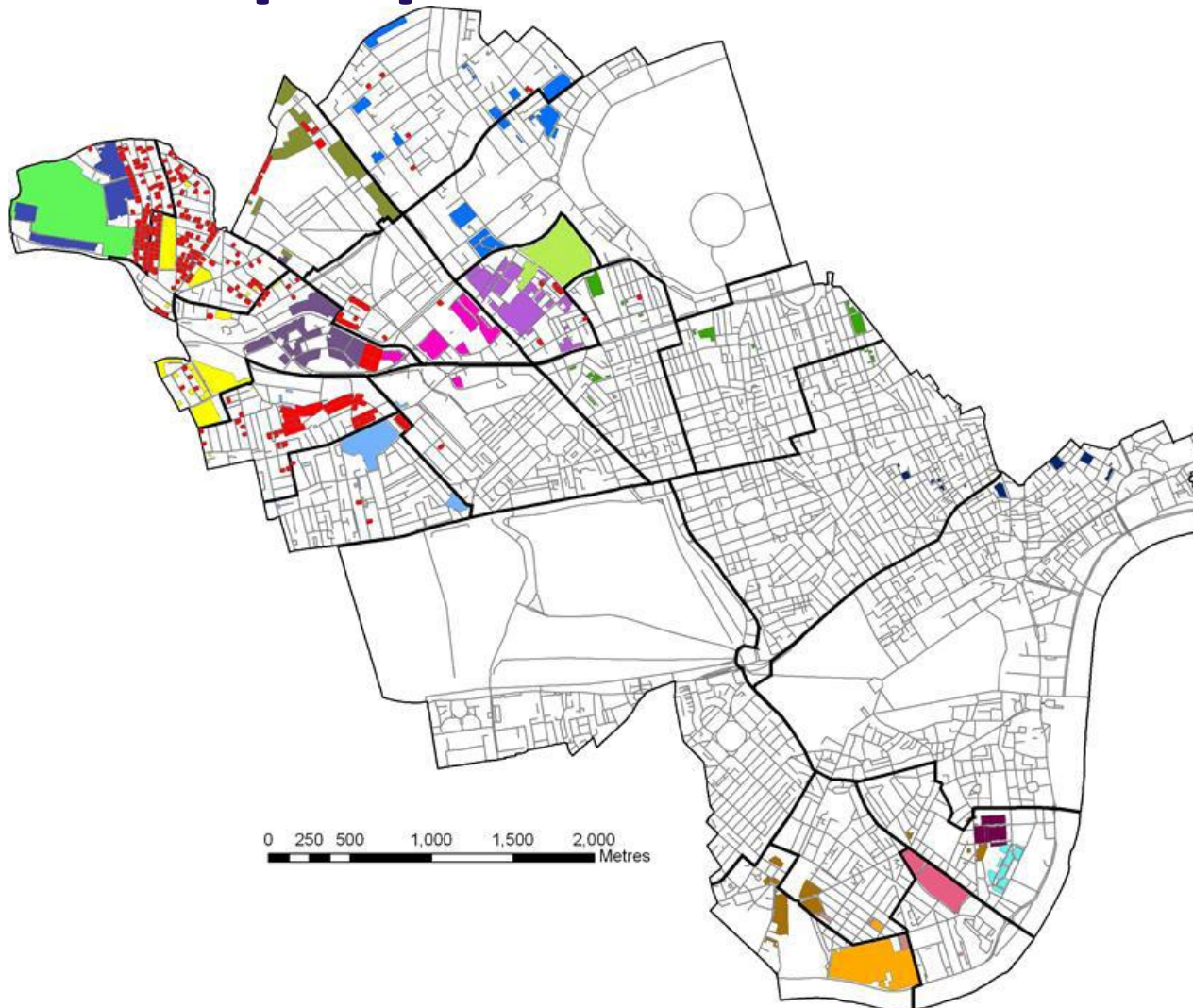
Social landlords owning WCC leases



- 39% of leaseholders bought under RTB
- 61% of leaseholder bought in open market
- 38% of leasehold properties are sublet

| Social landlords | Number of leases |
|---------------------------------------|------------------|
| Westminster Community Homes | 327 |
| A2 Dominion | 231 |
| WCC General Fund | 75 |
| Network HG | 64 |
| Genesis Notting Hill Grp | 29 |
| Acton/West Lodge Housing Association | 11 |
| Royal Borough of Kensington & Chelsea | 3 |
| St Pancras Housing Association | 1 |
| | 741 |

Where the properties are located



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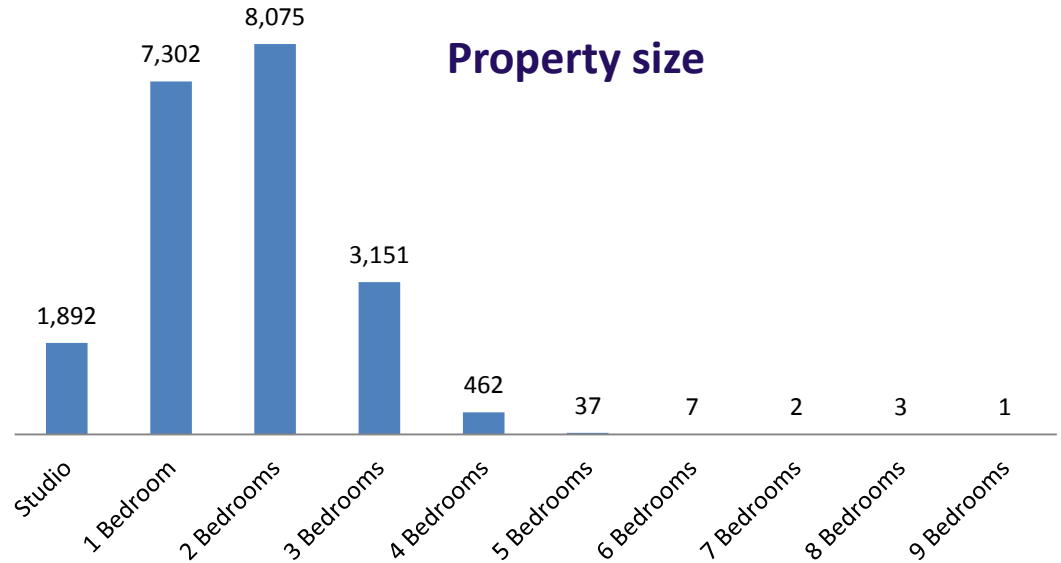
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Properties we manage

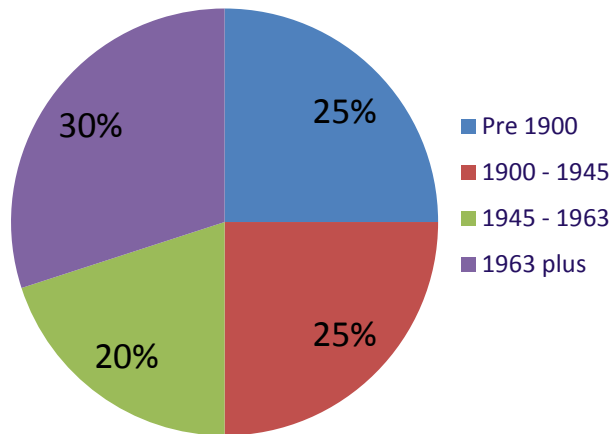
We manage:

- c.730 houses and c.600 blocks
- 1,259 garages & 3,171 sheds
- 23 community halls & 45 playgrounds

Property size



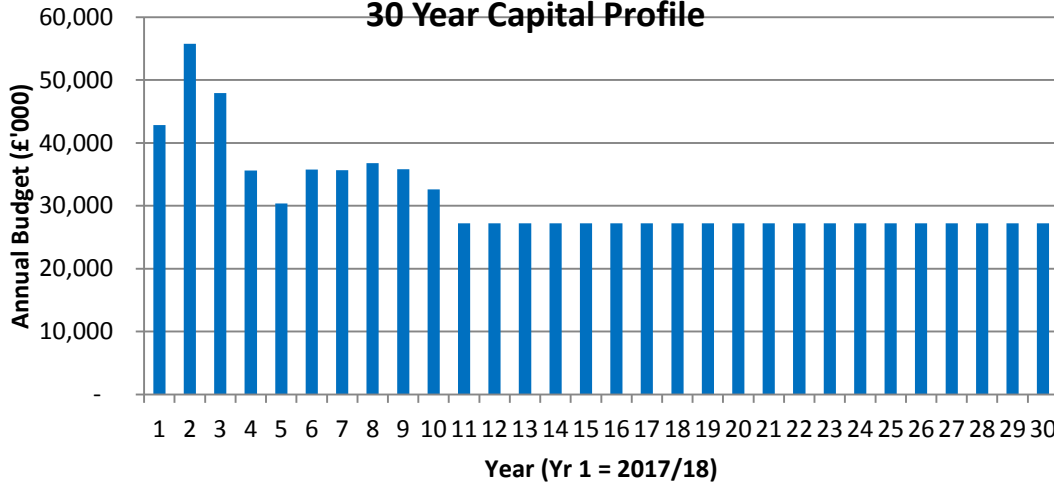
Property age



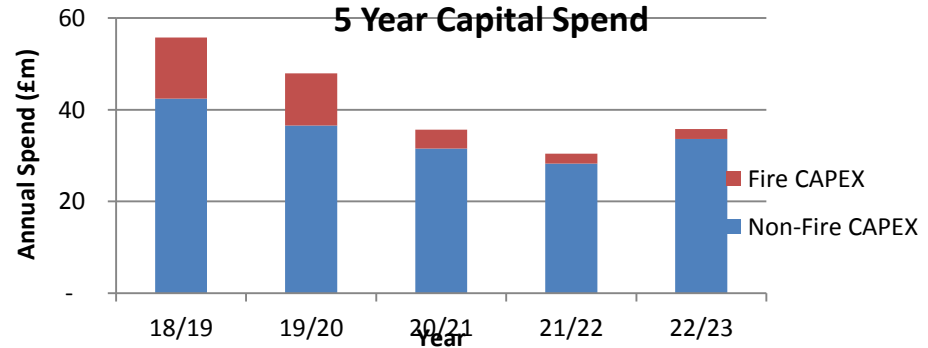
- 43% of the stock is in a Conservation Area
- 17% are Listed (c.3,500 units)

Investment Strategy

HRA Business Plan 2018/19:
30 Year Capital Profile



HRA Business Plan 2018/19:
5 Year Capital Spend



CWH' services

We provide the following services to our residents:

- Tenancy management – including tenancy sign up, rent collection and support to sustain tenancies
- Leasehold Services – including collection of service charges, authorisation of alterations, RTB administration
- Repairs, major works and compliance of housing stock
- Anti-social behaviour services
- Resident engagement - supporting existing and emerging resident associations and tenant management organisations, servicing the residents council and area panels
- Community development (contract social value) supporting residents into employment, training and education

Additional services we provide include:

- PDHU - a combined heat and power plant which supplies 3,250 homes and businesses in south Westminster
- Delivering new homes through supporting Westminster's development programme
- CityWest Residential – private residential sales and lettings agency
- Housing management services for Westminster Community Homes, Notting Hill Genesis and A2 Dominion
- Creating long term asset management plans for all of WCC's estates

What this looks like

- c.50,000 responsive repairs carried out each year
- 19,000+ calls to the contact centre each month
- 67 major works schemes planned for 2018/19, with an estimated spend of £54m
- 35 new tenancies each month
- c.£82m rent collected each year
- 91 people into work and 150 supported in 2017/18

How to access CWH' services

- Four Area Service Centres
- Multi channel contact centre with single contact number and email address
- Regular drop-in sessions and surgeries across our neighbourhoods
- Home visits



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CITYWEST HOMES

CityWest Homes: alignment with City for All

Creating places where people are proud to live



CITYWEST HOMES

CWH supporting City for all 2018/19:

CWH works closely with WCC on a significant number of City for all objectives. For example CWH supports WCC in its delivery of the following ambitions:

City of Opportunity

- Delivering nearly 2000 new homes by 2023
- Supporting people into work

City that offers excellent local services

- A step change in the quality of CWH customer service so that it is the standard that our tenants and lessees deserve
- Unlawful nightly letting does not over run the city

Caring and fairer city

- Caring for and supporting the most vulnerable within our community

Healthier and greener city

- Action on childhood obesity
- Active Westminster – ensuring all neighbourhoods have access to open spaces & sports facilities
- Increasing recycling rates across the city

City that celebrates its communities

- Providing opportunities so everyone can actively contribute to their community
- My Westminster day

City that offers excellent local services

Driving improvements, working with our partners to make sure the city is safe, clean and well run

In 2017/18 CWH changed its service delivery model and reshaped its repairs services including:

- Launching a contact centre in June 2017 - a single phone number and email address for all customer contacts
- 4 area service centres and 10 weekly surgeries, in locations chosen by residents
- Freeing housing teams to deliver tenancy sustainment and estate management services
- Specialist ASB, income and lessee services teams to provide more expert services and support
- New website and secure on-line services for tenants and lessees
- Letting 7 new 10 year term contracts for building and maintenance
- Social value in contracts, offering significant funding for jobs and training in Westminster
- A new approach to major works with long term partnering
- Modernising the repairs service - 'text ahead' for repairs, proactive maintenance and leak detection service, electronic tagging of appliances to predict maintenance requirements
- On target to deliver £5.2m savings

City that offers excellent local services

Driving improvements, working with our partners to make sure the city is safe, clean and well run

Over 2018/19 we continue to work to sustain and improve services to tenants and lessees:

- Improving the quality of email and call handling and first contact resolution
- Improving complaints handling and the experience for customers
- Learning from service failures, trends and patterns to tackle underlying issues
- Strengthening our customer service training & induction process
- Developing local area management plans, identifying and tackling resident concerns
- Strengthening the delivery of the repairs service to improve the customer experience
- Rolling out of additional on-line services
- Using customer insight to drive service improvements
- Mobilising major works contracts to improve the consistency, quality and timeliness of work
- Improving value for money

City of Opportunity

Everyone should have the opportunity to build their lives and families here

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- 12 comprehensive estate plans produced, providing a 30 year view of estates and opportunities for creation of new homes
- Supporting build of new homes with 620 in construction phase
- Secured grant of planning consent for over 200 new homes in 17/18
- Acquired 32 2bed+ properties to balance the HRA housing portfolio
- Completed purchase of 42 units for use as intermediate housing
- Helped 91 residents into work and supported over 150 towards employment
- Over 600 young people per year helped across all of our sports, employment, youth clubs and homework clubs
- Rolling out broadband & offering digital skills training at local community halls and other facilities

Caring and fairer city

Caring and supporting the most vulnerable within our community

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- More than 75 CWH staff have signed up as members of the Alzheimer's Society's Dementia Friends and CWH have signed up to their Dementia Friendly Housing Charter
- 1,402 tenancy review visits and made 240 intervention visits to help new tenants, older residents and people who feel their housing may be affecting their health
- Supporting 140 young people to make sustainable changes to their lives, working with partners to provide youth activities and training
- Offered 372 tenants experiencing financial difficulties help with money management, debt and welfare benefits advice through our contract with the CAB. 93 financial outcomes have been delivered with a value of £121,056

Healthier and greener city

Working with partners to encourage individuals and families to enjoy active healthy lives, focusing resources on support for the most vulnerable in our city

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- 3 estates hold the 'Green Flag' award
- Providing mini allotments for residents to enjoy growing food etc.
- At least 200 children per week benefit from sports activities on CWH' managed estates
- Dedicated mould and damp busting service - offering physical interventions and advice on prevention, delivering a significant impact on homes and health >1600 residents supported
- Working with the council to increase recycling on estates

City that celebrates its communities

Celebrate the city's diversity and make sure people are at the heart of every decision we make

- My Westminster day - providing support & volunteers
- CWH Open forum event – 500 residents attended
- Launched Resident Council & Area Panels in 2017
 - With a programme of work tackling local issues of importance to residents, resulting in service improvements
- Upgrading our community halls and encouraging greater use
- CWH website – series of blogs on why residents love living in WCC and how they came to be here
- Assisting community groups with bids for funding
- Resident involvement in the procurement of term partnering contracts

CWH Strategy to 2022

CWH strategy is designed to ensure CWH meets the requirements of the Council across its delegated responsibilities, under the following 5 strategic objectives:

Our Services

- Providing services that meet our customers' changing needs and make it easier to achieve swift and effective outcomes

Places

- Delivering a sustainable long term investment plan for land and property

Communities

- Creating and supporting healthy, safe and economically active communities

People

- Attracting and developing our talented people to deliver the strategy

Performance

- A more commercially focussed, performance driven organisation

CWH Priorities for 2018/19

7 priorities agreed with the Cabinet Member for Housing and our board.
Aligned with City for All, to improve housing services:

1. **Getting the basics right** - a step change in the quality of CityWest Homes customer service so that it is the standard that our tenants and lessees deserve
2. **Fire safety** - working with WCC to improve fire safety for our residents
3. **Strengthening communications** - providing residents with regular open and honest communications on service levels
4. **New housing supply** - supporting WCC in its delivery
5. **Digitalising services** - providing secure online services for residents and our staff with technology to do their jobs more effectively
6. **Data and performance** - data quality and GDPR compliance
7. **Culture & supporting our people** - to deliver high quality services